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Organizational challenges ahead in the implementation of knowledge management in education in Tehran

Mohsen Deilami Moezi¹, Dr. Mehdi Karimi Zand²

¹Corresponding author, Department of Management,
Islamic Azad University, Central Tehran Branch, Tehran, IRAN

²Department of Management, Islamic Azad University,
Central Tehran Branch, Tehran, IRAN

Abstract: This study aims to consider the organizational challenges of knowledge management in personnel of the organization of education in the city of Tehran. This study was a descriptive survey which 152 randomly selected employees were studied. Collecting data of the questionnaire resulted in confirmation of validity and reliability of the research. Data analysis was done through correlation Spearman tests. The results showed that a lack of organizational trust is a challenge to the implementation of knowledge management in education of Tehran ($p < 0.001$). Hierarchical organizational structure is a challenge to implement Knowledge Management in Education Organization of Tehran ($p < 0.001$). Lack of reward and appropriate Motivational system is a challenge to the Implementation of Knowledge Management in Education Organization of Tehran ($p < 0.001$). Lack of job security is a challenge to the implementation of knowledge management in the Department of Education in Tehran ($p < 0.001$). According to the findings, we can conclude that when personal there is a high trust among personal and relationships, people generally tend to participate in social interactions and Specific cooperation, then, trust increases, and there will be to be more cooperative solutions. If an organization could spread more trust among their employees within the group and Organizational units, it could trust on the effectiveness of exchange information among them and therefore ensure effective management of organizational knowledge. Thus, with increasing confidence and also effective communication network between people in the organization, the processes of distributing knowledge and Information will be easy and fast. Policy makers and managers of programs considered increasing trust in the organization. Also it should be noted that the personnel have a wide range of expectations of their own positions and when these expectations are not met, job satisfaction will reduce and if that happens, they do not value knowledge management and knowledge sharing. Today's Turbulent and changing Environment, enterprises try to protect competitive advantage by enriching the workplace. Employees expect salary, promotion and independence to be provided in their jobs. If these expectations can't met, this matter will be an obstacle in the implementation of Knowledge management.

Keywords: knowledge management, organizational distrust, lack of reward, motivational systems, training Education

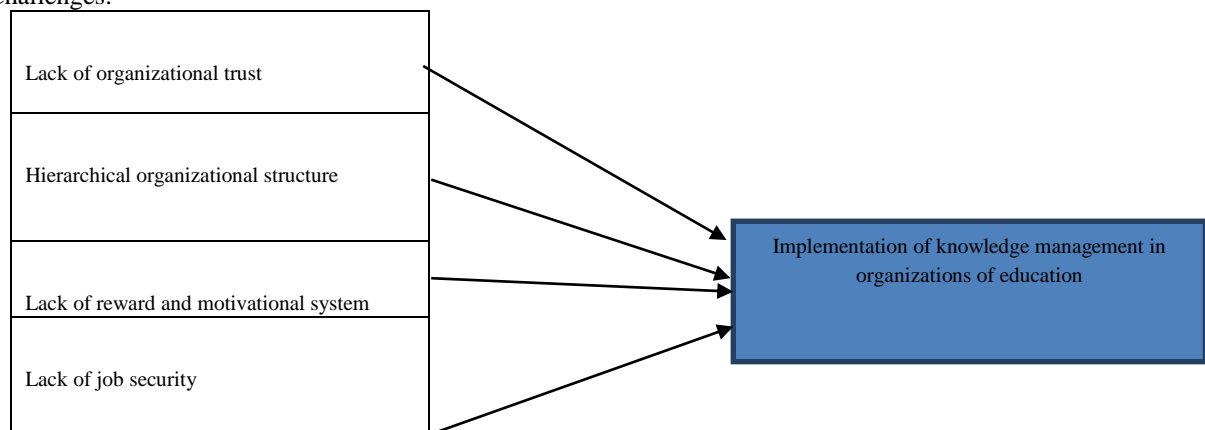
I. Introduction

Peter Draker (2000) believes that the organization of the 21st century is not based on money, capital and not even technology but is based on knowledge. Knowledge is the only known asset which can be increased when others share it, and also sharing and distribution of knowledge contributes to growth (Hamidizadeh, 2010:6). Facilitating the exchange of knowledge and information is one of the fundamental processes of knowledge management in modern organizations. (Khakpoor et al., 2009:96). In recent years the role of knowledge management in organizational development is specified more than before and often Organizations realizing this important issue have found serious attitude toward the management of knowledge (Khakpoor and Et al., 2009:97). Nowadays Many organizations have benefited from the presence of people with the knowledge and participation of these people is a worthwhile investment for the organization and is a way of increase productivity and improve the performance of forced To transfer knowledge and experience of these individuals to their own staff (Purserajyan and et al., 2013:34). In organizations like Education teachers with experience and knowledge can be vital for this organization and knowledge management and knowledge sharing and transfer of experience and knowledge of teachers to their co-workers, Improves the productivity and performance of teachers and the education system. All these paved the way for the growth and education of children and young people as the future of the country's brings. Nowadays, knowledge management has become the major matter in organizations, especially in the dynamic and competitive environment and there are lots of organizations failed because of lack of attention to potential problems in the implementation of knowledge management. In this regard it is important to identify the factors and areas of failure to perform Knowledge management in organizations. One of these barriers, organizational barriers, which is referred in many studies as an obstacle to

the implementation of knowledge management in organizations (SHARMA, A., BINDAL, M 20014, OKE, A EOGUNSEMI, D.R and ADEEKO 2013, Sajeve, S 2007, Richter A. and Derballa 2009) Knowledge management and organizational barriers include difficulty in structure (for example, inflexible structures and hierarchical structures that allow Workers communicate with the environment is simply not possible, paying attention to aspects of non-formal structures of the organization, etc.), management (lack of management support excellent knowledge management programs, short-sightedness and Detailed review, use of inappropriate leadership styles), salaries and employee benefits (staff time distribution Knowledge that they have sufficient motivation), education (conversion of traditional systems of education system Learning with appropriate training programs), and job quality (jobs vague and routine and Inappropriate jobs, role ambiguity and conflict, etc.) (Abtahi and Salavati, 2006: 113). Knowledge performance as a main strategy for survival of organizations in the future, and more than that, as an important tool to enhance organizational performance. It is necessary to be aware that how knowledge is created and run in education. Since businesses are able to improve efficiency and effectiveness through knowledge management, organization See their educational institutions and education, the creation and sharing of knowledge in order to strengthen students' knowledge of their own. Knowledge management needs to be reflected in the education system and Education. Since one of the major functions of the education system and knowledge transfer in education is various types of training, knowledge management and education in the educational system has a relative landscape and Identifying the barriers can help to optimize knowledge management in education. Education is very important for managers and policy makers to identify and remove obstacles to knowledge management that they can take a step towards the promotion of knowledge management in the organization. Since the purpose of implementing the changes, the terms should be carried out in the most basic and most critical business processes carried, the application of knowledge management in education in general, and schools in particular is of great importance. It is essential for the success of organizations, especially educational organizations which are involved in the daily changes and developments, knowledge and knowledge management should be considered a top priority for the organization. When there are Educational issues and their academic problems, school administrators find the solution And they make experience and this experience will usually remain in their minds and may never use those solutions again, and when those problems are back again you have to spend a lot of time to resolve the problems, but If the experiences we shared, when recorded, these experiences become knowledge, The result is increased speed and thus reduced time and cost of loss and may prevent the occurrence of similar problems. Nevertheless, this study aims to identify the challenges of organizational knowledge management, and to help the policy makers and educational planners in the education system in order to implement knowledge management. Identifying the challenges of knowledge transfer in an Iranian organization can be the first step to solve those obstacles and to create a foundation for the great help towards learning organizations. Administrative Director of Education, Educational experts, teachers and school administrators, educational planners and curriculum management experts, educational policy makers, experts in the field of education and educational administration, and training planners can benefit from the findings of the study and identify organizational barriers between teachers' knowledge management can be a step towards improving the country's education system.

II. The research model

Challenges:



Variable of organizational trust as an organizational challenge in the implementation of knowledge management based on results of the researches of (OKE, OGUNSEMI, ADEEKO, 2013), Hierarchical organizational structure from (YI et al 2005 and salehipour and bavarsad 2014) Lack of reward and motivational system from (OKE, OGUNSEMI, ADEEKO, 2013), Lack of job security from (joireman et al 2004, reige 2005).

III. Research hypotheses

1. Lack of organizational trust, a challenge to implementing knowledge management in education organizations in Tehran.
2. Hierarchical structure, a challenge to the implementation of knowledge management in the Department of Education in Tehran.
3. Lack of reward and motivational systems, a challenge to the implementation of knowledge management in the Education Organization of Tehran.
4. Lack of job security is a challenge to the implementation of knowledge management in the Department of Education in Tehran.

IV. Method

The research is an applied research. This study explores the challenges of organizational knowledge management and education because of the questionnaires used for data collection, it is a descriptive study. The study population consisted of all staff in Tehran Education Organization, whose numbers were 400 and 150 service personnel were unable to comment on knowledge management and knowledge management, and thus the people were selected. The knowledge management education have sufficient information and among the staff which had diploma, were selected. As the population was 250, 152 people from their formula based on stratified random sampling method were selected. The data collection instrument was a questionnaire which its validity through the content validity was confirmed by the judgment of the elite and review of the literature and reliability through Cronbach's alpha was calculated and the results are presented in Table 1.

Table 1.the results of reliability test of the questionnaire

variables	Alpha coefficient calculated in this study
Lack of organizational trust	0.79
Hierarchical organizational structure systems	0.78
Lack of appropriate remuneration and incentive	0.82
Lack of job security	0.81
knowledge management	0.80
Total Inventory	0.80

As Table 1 shows the contents of the questionnaire reliability for more than 70 ,the reliability of the questionnaire is acceptable. And both descriptive and inferential analyzes performed in this study using SPSS software. Data were described using descriptive statistics and inferential statistics, correlation Spearman to evaluate the assumptions and variables were used to measure the level.

V. Results

The majority of respondents were male (57,89%), bachelor (59,87%) and the lack of 15 years (69,08%) of working experience in the organization.

To study the normality of each variable we use Kolmogorov-Smirnov. The initial hypothesis says the variable is normal.

Table2. Normality of variables

variables	N	KS	P value	Test results
Hierarchical structure	152	1.84	0.002	Non-normal distribution
Lack of job security	152	1.24	0	Non-normal distribution
knowledge management	152	1.43	0.004	Non-normal distribution
Lack of organizational trust	152	3.09	0	Non-normal distribution
Lack of reward system	152	1.26	0	Non-normal distribution

According to this test, significance level for variables is $P < 0.005$. Therefore, assuming normal variables is rejected. As a result, non-parametric tests were used to evaluate the hypothesis.

Table3. The relationship between knowledge management and research components

	Lack Organizational trust and Management Knowledge	Organizational Structure Hierarchy and knowledge management	Lack of Reward And Lack of job security	Lack of job security and knowledge management
Spearman correlation	_-0.690	_-0.619	_-0.631	_-0.644
P value	0	0.012	0.004	0
N	152	152	152	152

According to Spearman correlation test, there is correlation between the two variables of the lack of organizational trust and knowledge management, , but the correlation is negative(level of significance < 0.005)Therefore, the lack of trust in organizational knowledge management will decline and the results show that lack of trust in the organization is a challenge to implement the knowledge management in the Department of Education in Tehran. According to Spearman correlation test, it is evident that there is correlation between the

two variables hierarchical organizational structure and knowledge management, but the correlation is negative, therefore, the more hierarchical organizational structure the less knowledge management, and the findings show that the hierarchical organizational structure is a challenge for implementing knowledge management in the Department of Education in Tehran. According to the level of significance (<0.005), there is negative correlation between the two variables of The lack reward system and knowledge management, i.e., the lack of rewarding increases, knowledge management is reduced, and the results show that the lack of a reward is a challenge to implement Knowledge Management in Education Organization of Tehran.

According to the level of significance (<0.005), there is a negative correlation between the two variables Lack of job security and knowledge management, the more the lack of job security, the less knowledge management, and the results show that the lack of job security is a challenge for the implementation of knowledge management Education Tehran.

VI. Conclusion

The results showed a lack of organizational trust, hierarchical organizational structure, lack of reward and motivational systems, and lack of job security are the challenges for implementing knowledge management in the Department of Education in Tehran. What our findings show is that it seems that the Ministry of Education in Tehran still faces challenges to implement knowledge management, such as Lack of organizational trust, lack of job security, lack of reward system and the hierarchical structure of the organization is facing and the education system as a pillar of education in the country should be considered in this matter, policy makers and planners should be more attentive to the weaknesses and the strength of the organization in the field of knowledge management in order to control the implementation of knowledge management better in our organization. It should be noted that trust is the most important regular behavior, honest and cooperative with other people in a community based on norms reflected. In a dynamic environment with incomplete information, willingness to take risks, in cooperation with the objectives and interests of the group as there is high trust in personal or institutional relationships. Generally people tend to engage and cooperate in social interactions, trust and increase engagement. Desire for mutual cooperation reduces the opportunism, the cost of controlling, desire for mutual cooperation, reducing opportunism improves organizational performance. Desire for mutual cooperation reduces the possibility of negative behaviors in the organization, and increased levels of trust increases the tendency to find more cooperative solutions. In fact, we can say that all the factors that drive the trust between individuals and organizations as well as the development of relationships between individuals, or vice versa, prevent this trust and their relationships, will influence the establishment and development of knowledge management system.

Therefore, if the organization can increase trust and cooperation among their employees in groups and organizational units, it will be more able to exchange information among their effectiveness and thus ensure effective management of organizational knowledge. In other words, effective implementation of knowledge management processes, interactions, and Human communication is important. Thus, with increasing trust and communication and Effective relations between people in the organization, processes of facilitating the distribution and dissemination of knowledge and information will get easy and fast. Lack of organizational trust, according to the results of the research topic, that seems as an Obstacle in the implementation of knowledge management and education organization has not been considered by policy makers. Policy Makers and managers of these organizations in order to increase trust in the organization should consider some programs. Promoting organizational trust requires high quality human resources.

The human infrastructure needs Investments in organization. Creating a culture and building trust needs investing like Investment in technology infrastructure, investments to create an environment in which its members are willing to share their knowledge with other members of the organization, maximizing generation of knowledge, promote the willingness to innovation and create environments without fear and full of trust. Finally, it should be noted that, Knowledge management is not just limited to the internal environment for the development and improvement of the country knowledge management also should be noted in the organizations, that of course this becomes more evident about Governmental organizations that competition among them makes no sense. Proper organizational Structure; a broad range of communications, simplify rules and regulations are important factors that Provide more staff with encouragement in terms of job security in the workspace. The organizational structure of education in organizations like educational organizations should increasingly be reviewed and eliminate Intermediate layers and should bring majors affairs and employees. It should be done in a flexible way so that it leads them to meet their expectations while regarding their mobility in the organization. Developing team work and participation of the knowledgeable employees on projects and challenging projects, we develop interest to provide personal development and knowledge including work incentives that reinforce the effect of job security. It also should be noted that the staff have a wide range of expectations about their job positions and when these expectations are not met, job satisfaction is reduced and if that happens, they did not value knowledge management and knowledge sharing. In today's changing and turbulent environment, organizations try to maintain competitive advantage by enriching work environment.

Changing the work environment creates a new set of employment conditions and the possibility that some employees did not meet the company's expectations. However, a key principle is that employees expect from their jobs that issues such as salary, promotion and provide for their independence and if these expectations are not met this is estimated to be as important obstacle in the implementation of knowledge management, according to the findings, we can conclude that when personal or institutional relationships of high trust, People tend to participate in social interactions and in particular their cooperation, the trust range increases, and tends to be more cooperative solutions. This study was conducted through questionnaires and quantitative methods, it is recommended to investigate a qualitative research with interviews and organizational challenges of knowledge management in government organizations and compare the results of the present study, because there may be differences in qualitative research results and there may be more details on the obstacles to knowledge management at education organization.

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